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ABSTRACT

This document describes five demonstration programs administered by the Enterprise Foundation in the Washington, D.C., area. The purpose of the Partners for Success Program is to support and assist hard-to-employ jobseekers in setting and achieving both professional and personal goals. The Words for Life Program is a workplace literacy project to improve the literacy of unemployed and underemployed Baltimore residents, who enter the program reading at the zero to fourth grade level. The Youth Internship Program is a public-private partnership initiative to allow Washington's at-risk youth to learn job skills while earning income in the private sector. The Middle East Family Support and Development Center is a prevention-oriented drop-in program for young families, intended to reduce teen pregnancies, improve the competence of young parents, and serve as a community center. The fifth program, Enterprise Jobs of Washington, serves as a laboratory for the foundation and trains employment program staff nationwide, while serving the local community with job counseling, training, and placement. The foundation also offers a four-day comprehensive training course for employment counselors and maintains an automated system for tracking the demographic characteristics of job program applicants, along with placement and retention information. (PB)

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THE ENTERPRISE FOUNDATION

PARTNERS FOR SUCCESS PROGRAM

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Enterprise Foundation
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

WHAT IT IS: A demonstration project, funded by the U.S. ACTION Agency and the General Electric Foundation, of Enterprise Jobs of Washington, one of The Enterprise Foundation's two operational inner-city employment offices.

ITS GOALS: To support and assist hard-to-employ jobseekers in setting and achieving both professional and personal goals.

To increase the job retention of those applicants involved in the program by at least 25% over those who are not involved in the program.

BACKGROUND: In its first three years of operation, Enterprise Jobs of Washington placed over 700 of the City's at-risk youth and adults into jobs, training and education programs. Through these efforts, the office discovered its biggest challenge wasn't placing applicants, rather it was keeping them on their jobs. Partners for Success, launched in the Fall of 1988, responds to this challenge.

WHO'S INVOLVED: **APPLICANTS** who are looking for work or have recently been placed in jobs, training or education programs.

VOLUNTEERS from the community who are mature, concerned individuals, successful in their own life and career goals. Volunteers are recruited from area employers, civic associations, churches and government agencies.

ITS STRATEGY: Partners for Success pairs applicants with volunteers who, through weekly personal contact, develop strong one-on-one relationships and serve as their support systems and mentors.

COMMITMENT: Both applicants and volunteers are required to sign a contract, making a one-year commitment to the program.

ITS STRUCTURE: **TRAINING/ORIENTATION** is Step 1 in the Partners program. All volunteers are individually interviewed and assessed, then group-trained for the program. All applicants attend a group orientation before entering the program. A full-time volunteer coordinator oversees all aspects of mentor/mentee recruitment, training and program operation.

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ITS STRUCTURE:
(Continued)

PAIRING is Step 2 and occurs after both groups have been readied for the program. Individuals with common career aspirations are usually paired together.

WEEKLY MEETINGS for the pairs are held in the Washington job office. The two-hour sessions enable the pairs to develop personal relationships and work on career as well as personal goals.

ENRICHMENT WORKSHOPS are held periodically at the weekly meetings and feature discussions led by experts on topics such as budgeting, interviewing techniques, resume preparation, etc.

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REPLICATION:

Since Partners for Success is a demonstration, its development and implementation have been thoroughly documented in a "How to" Manual. This manual will be available along with training to others, upon request.

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THE ENTERPRISE FOUNDATION

WORDS FOR LIFE PROGRAM

WHAT IT IS: A workplace literacy demonstration program, funded by the U.S. Department of Labor and the Allstate Foundation, in Baltimore, Maryland's Middle East neighborhood.

ITS GOALS: To improve the literacy of unemployed and underemployed Baltimore residents who enter the program reading at the 0-4th grade level.

To increase participants' reading levels by 2 grades for every 100 hours spent in the program.

BACKGROUND: Words for Life, launched by The Enterprise Foundation in December 1988, is part of a comprehensive neighborhood improvement effort which combines housing rehabilitation with family support and employment services.

Though the City offers literacy programs for those reading above the fifth grade level, there are few programs for those people functioning at the lower levels. To alleviate this shortage, Words for Life targets people reading at the 0-4 level.

Words for Life concentrates on literacy for dual purposes -- personal (i.e. family reading) and career advancement -- by integrating academic materials with workplace-relevant information.

ITS LEARNERS: Any Baltimore area youth or adult functioning at the 0-4th grade level, with priority given to Middle East residents and Johns Hopkins Hospital employees. (JHH is the neighborhood's largest employer and special efforts will be made to upgrade the skills of the semi-skilled staff there.)

ITS STRATEGY: Words for Life uses computer technology supplied by CCC (Computer Curriculum Corporation) along with small classroom instruction and one-on-one tutoring to improve literacy skills.

ITS STRUCTURE: **ASSESSMENT** includes a variety of tools to determine the learner's academic strengths and weaknesses.

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ITS STRUCTURE:
(Continued)

ENROLLMENT in Words for Life, if that level is below fifth grade, or **REFERRAL** to another program if it is above.

EIGHT-WEEK PROGRAM CYCLES in which learners commit to the full cycle. If they do drop out within a cycle, slots are made available for others. All learners are evaluated at end of cycles and then referred appropriately.

WORKPLACE LITERACY is integrated into all phases of the program. Much of the program's software, for example, will be work-related and some will be job-specific. Additionally, the small classroom instruction will include pre-employment training. Placement assistance into jobs or into skills training will also be available.

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REPLICATION:

Since it is a Department of Labor demonstration, the program's development, implementation and results are being carefully documented.

Program materials as well as consultant services from The Enterprise Foundation will be made available upon request.

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THE ENTERPRISE FOUNDATION

YOUTH INTERNSHIP PROGRAM

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WHAT IT IS: An Enterprise Jobs public-private partnership demonstration program, funded by the Washington, DC Private Industry Council, for youth employment.

ITS GOALS: To provide Washington's at-risk youth an opportunity to work, learn and demonstrate job skills while earning income at private sector worksites.

To provide employers a no-cost, low-risk incentive to teach at-risk youth requisite workplace skills and behaviors.

BACKGROUND: Enterprise Jobs of Washington, after three years of operation and over 700 placements of both youth and adults, found that many local employers were very hesitant about hiring youth for anything other than dead-end jobs. In the Fall of 1988 they developed and implemented the Youth Internship Program in an effort to address this issue.

WHO'S INVOLVED: **APPLICANTS** who are Washington, DC residents between the ages of 16 and 21 and economically disadvantaged.

PRIVATE SECTOR EMPLOYERS in the metropolitan area who are willing to train youth in positions with advancement potential.

PRIVATE INDUSTRY COUNCIL which, through Job Training Partnership Act monies, administers and funds the program.

ITS STRATEGY: The Youth Internship Program pairs young applicants with employers who train the youth for up to 250 hours and are expected to hire them, if performance during the "tryout" period is satisfactory.

ITS STRUCTURE: **PRE-EMPLOYMENT TRAINING** is a prerequisite for youth entering the program. It is a 20-hour course which includes preparation in resume writing, interviewing, job finding and job keeping skills.

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ITS STRUCTURE:
(Continued)

TRYOUT EMPLOYMENT is the period of time, not to exceed 250 hours, during which the youth are trained by a private sector employer as they "try out" for permanent positions. During this time, the youth are compensated $3.50 an hour by the District of Columbia, so the employer incurs no costs. Enterprise counselors provide intensive support to youth to help them meet the new responsibilities encountered at the worksite.

PERMANENT EMPLOYMENT is the period after "tryout" during which employers hire all youth whose performance has been satisfactory for permanent positions within their companies. This employment may be full or part-time.

JOB RETENTION is a main focus of the program from the time of initial tryout placement. All youth are, at that time, paired with volunteer mentors who guide and support them in their professional and personal goals. The youth and mentors work together for a minimum of a year. (See *Partners for Success Program* fact sheet.)

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REPLICATION:

Since the Youth Internship Program is a demonstration, its development and implementation have been thoroughly documented. This documentation will serve as a guide to other programs within the Foundation's 18-member, 14-city Enterprise Jobs Network.

In addition to the written documentation, Enterprise staff involved in the program will be available to train any organization interested in developing and operating similar initiatives.

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MIDDLE EAST FAMILY SUPPORT AND DEVELOPMENT CENTER

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WHAT IT IS:

A prevention-oriented drop-in program for young families. This demonstration program, funded by Maryland's Department of Human Resources is a unique partnership between The Enterprise Foundation, The Kennedy Institute, The Middle East Community Organization and The Family Life Foundation.

ITS GOALS:

TO REDUCE TEEN PREGNANCIES and increase the education and employment levels of young people.

TO IMPROVE THE COMPETENCE OF YOUNG PARENTS and families as functioning units.

TO SERVE AS A COMMUNITY CENTER where parents and their children experience support and development.

BACKGROUND :

The Enterprise Foundation has worked with neighborhood organizations in Baltimore's Middle East to develop housing. As part of a community improvement strategy, a variety of human services were identified to parallel the physical development activities. The community helped identify illiteracy, unemployment and teen pregnancy as key issues, and a partnership of several local institutions was formed to respond to a funding opportunity offered by the State of Maryland.

WHO'S INVOLVED:

Young parents, their children and their extended families, who are residents of the City's Middle East neighborhood.

ITS STRATEGY:

The Family Support and Development Center will accomplish its goals through locating itself as a community center in the midst of the Middle East neighborhood and offering a warm, nurturing atmosphere to all those in need of its services. It will also provide a place where residents of Enterprise-sponsored housing initiatives may receive direct assistance and referral in an effort to combine the forces of physical and social development. A variety of funding sources and programs will be leveraged in an effort to provide a seamless delivery system.

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ITS INITIATIVES:

FORMAL AND INFORMAL PARENTING EDUCATION to foster strong parenting roles and relationships.

CHILD ASSESSMENT AND DEVELOPMENT activities to optimize the child's development, particularly among pre-schoolers.

EDUCATION AND EMPLOYMENT DEVELOPMENT will be available on-site for parents, siblings and other household members.

ON-SITE BABYSITTING for parents while they participate in program services.

SOCIAL AND EMOTIONAL SUPPORT through group, peer and individual counseling.

HEALTH AND SEX EDUCATION for parents and children provided on-site, at home and through referral.

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or

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THE ENTERPRISE FOUNDATION

ENTERPRISE JOBS OF WASHINGTON

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WHAT IT IS:

An employment demonstration program of The Enterprise Foundation. The Washington program is one of the Foundation's two operational employment and training offices.

ITS GOALS:

TO SERVE AS A LABORATORY in which the Foundation tests, evaluates and refines new initiatives to assist and empower the poor towards self-sufficiency through employment.

TO TRAIN THE STAFFS of nonprofit employment and training agencies nationwide on all aspects of developing and running employment programs for low-income people. (See *Employment Counselor Training* fact sheet.)

TO SERVE THE RESIDENTS, businesses and the overall metropolitan Washington community through assessing, counseling, training and placing at-risk youth and adults into jobs, training or education programs.

BACKGROUND:

Enterprise Jobs of Washington was created in March of 1986 to serve the above three purposes. Since that time, the office has

- o Placed over 700 of the City's at-risk youth and adults into jobs, training and education programs;
- o Trained over 75 counselors and supervisors from employment offices in over 25 cities nationwide; and
- o Launched several initiatives including pre-employment training, volunteer mentors, youth internship and literacy programs for applicants.

ITS INITIATIVES:

PRE EMPLOYMENT TRAINING consists of 20 hours of workshops for applicants before placement. Topics include resume writing, interviewing skills, job finding and job keeping skills.

VOLUNTEER MENTORS PROGRAM pairs applicants with volunteers who help them set and achieve both personal and professional goals. (See *Partner for Success Program* fact sheet.)

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ITS INITIATIVES:
(Continued)

YOUTH INTERNSHIP PROGRAM, a public-private partnership demonstration, places youth in jobs with private sector employers who train them for up to 250 hours. During the training period the youth are paid by the District of Columbia government. (See *Youth Internship Program* fact sheet.)

LITERACY PROGRAM instructs those reading between the 0 and 4th grade levels in one-on-one tutoring and small classroom settings. Once learners are successfully reading at the 4th grade level, they are referred to a higher level literacy program which operates only a block away from the DC Jobs office.

JOB PLACEMENT, finding good jobs for hard-to-employ people. Professional counselors assist job seekers get back into the workforce and help employers get productive workers. All services are free.

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REPLICATION:

Since the overall program as well as its various initiatives are demonstrations of The Enterprise Foundation, any or all program components may be replicated.

All demonstration initiatives are documented, both in their development and implementation phases, as well as evaluated.

Program materials and consultant services from Enterprise will be made available upon request.

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THE ENTERPRISE FOUNDATION

EMPLOYMENT COUNSELOR TRAINING

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POTENTIAL TRAINEES: Employment and training service providers.

WHAT IT IS: A four-day comprehensive employment counselor training course for nonprofits which utilizes for-profit personnel agency business principles. Training is funded by the Allstate Foundation.

ITS GOALS: To equip program managers with theory as well as practical information necessary to set-up, supervise and run nonprofit job offices.

To equip counselors with the information needed to thoroughly interview and assess clients, conduct pre-employment training, develop job orders, match clients with jobs, refer them to training and education programs, and follow-up with them for a full year after placement.

BACKGROUND: Developed by the owner of three successful for-profit personnel services in the Chicago, Illinois area, the Enterprise Jobs Employment Counselor Training program began in 1984.

Its initial purpose was to train counselors and supervisors to open employment offices within The Enterprise Foundation's national network of community-based organizations. The training of this network, known as the Enterprise Jobs Network, enabled the Foundation to not only develop a full curriculum, but test and refine it.

After setting-up the Jobs Network of 18 offices in 14 cities nationwide and placing over 13,000 people in jobs, the Foundation decided to open the training to any interested organizations, not just those affiliated with Enterprise.

ITS STRUCTURE: **COMPREHENSIVE MANUAL**, Working Towards Self-Sufficiency, is used throughout the course and includes counseling theory as well as nuts-and-bolts information in areas such as client assessment, group pre-employment training and efficient job office filing and applicant tracking systems.

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ITS STRUCTURE:
(Continued)

LECTURES, ROLE PLAYING and **DISCUSSION GROUPS** comprise approximately one-half of the training. Training groups are small to provide a relaxed, open atmosphere for asking questions and exchanging information.

ON-THE-JOB TRAINING comprises the other half of the four-day course and includes interviewing clients, cold and market calling, and arranging interviews for them.

ITS FOCUS AREAS:

PROFESSIONAL COUNSELING SKILLS includes client profiles, role of career/job counselor, effective interviewing and assessment techniques, core conditions for counseling, etc.

JOB DEVELOPMENT TECHNIQUES includes cold and market calling companies, knowing your "product" (the client), sources of job openings (the customer), selling your applicants and your services, following-up with clients, etc.

OFFICE MANAGEMENT PROCEDURES includes record keeping and filing systems for applicants as well as employer/training/education program contacts, computerized and manual job matching program, marketing and public relations, supervisory techniques, etc.

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CUSTOMER SERVICE:

INITIAL 4-DAY TRAINING is generally conducted at the Enterprise Jobs of Washington, DC office.

FOLLOW-UP TRAINING is also available, as needed. A trainer, after the initial course, will travel to your site to assist with program implementation.

TOLL-FREE TECHNICAL ASSISTANCE HOTLINE is available to all trainees on an ongoing basis.

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THE ENTERPRISE FOUNDATION

ENTERPRISE JOBS AUTOMATED TRACKING SYSTEM

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POTENTIAL USERS: JTPA and privately-funded employment and training organizations, including nonprofit service providers. System was designed and implemented with funds from the Allstate Foundation.

WHO IT TRACKS: New program applicants and applicants placed in jobs, training or education programs.

WHAT IT TRACKS: **APPLICANT DEMOGRAPHIC CHARACTERISTICS** including age, race, sex, education and public assistance status.

PLACEMENT INFORMATION including employer/training/education program name, position, industry type, hours per week and salary/stipend.

RETENTION INFORMATION on specific client outcomes and reasons for those outcomes. Status information includes still employed at same or new job, promoted, resigned, fired and laid off. Explanations include day care, transportation, and behavior problems or skills deficiencies.

HOW LONG IT TRACKS: Retention status is checked a full year after placement and is recorded at the 1, 3 and 6-month post-placement intervals as well as the 1-year point.

HARDWARE NEEDS: IBM-PC or IBM compatible with 640K memory and 10 megabyte hard disk; 15-inch dot matrix IBM (or compatible) printer.

SOFTWARE NEEDS: DBXL (or D-base III+ compatible with minor alterations).

TRACKING CYCLE:

1. Counselors complete Daily Reports which include information on all activity related to placement productivity including new client characteristics, jobs developed and job placements.

2. Daily Reports are entered into database, processed and distributed to counselors or their supervisors in the form of Monthly Statistical Reports (MSRs) and Retention Worksheets.

   MSRs summarize counselor's Daily Reports and compare actual with planned benchmarks. Retention Worksheets list, by counselor, all new job placements or enrollments into education or training programs.

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TRACKING CYCLE: (Continued)

3. Counselors complete Retention Worksheets as part of their ongoing follow-up responsibilities. Contacts are attempted on all placements, not a sample.
4. Worksheets are entered into computer, processed and distributed monthly in the form of Retention Reports.
5. Cycle is ongoing. Retention Worksheets and Reports follow 1, 3, 6 and 12-month applicant status.

INPUT FORMS:

- o **COUNSELOR DAILY REPORT**
- o **RETENTION WORKSHEETS** (1, 3, 6 and 12-month intervals)

OUTPUT REPORTS:

- o **MONTHLY STATISTICAL REPORTS OF ACTIVITY AND PRODUCTIVITY** for Network of Offices; for Individual Offices; for Individual Counselors.
- o **MONTHLY RETENTION REPORTS WITH SPECIFIC PLACEMENT OUTCOMES** for Network of Offices; for Individual Offices.
- o **MONTHLY RETENTION RATES AND DEMOGRAPHICS REPORTS** for Network of Offices; for Individual Offices.
- o **MONTHLY DEMOGRAPHICS REPORTS BY APPLICANT ACTIVITY** (i.e. new applicants, placements, etc.) for Network of Offices; for Individual Offices.

ER CAPABILITIES:

Compilation and analysis of two or more months of statistics, making quarterly, semi-annual and annual reports easily accessible.

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CUSTOMER SERVICE:

- o **CUSTOMIZED SOFTWARE**
- o **USER FRIENDLY "HOW TO" MANUAL**
- o **SOFTWARE INSTALLATION AND STAFF TRAINING**
- o **TOLL-FREE TECHNICAL ASSISTANCE HOTLINE**

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